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Fall 2015

MANG 4468

Stephen M. Crow

University of New Orleans

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Management 4468 - Fall 2015
Wednesday 6:00 - 8:45 pm - Kirschman 210

Instructor: Stephen M. Crow is a professor of Management and Endowed Chair of Healthcare Management. An LSU graduate, Crow got his start in HRM in 1968 in Beaumont, Texas. During his HRM professional days, Crow picked up a Masters Degree in 1984 and a PhD in 1989, both at the University of North Texas. Both graduate degrees are related to HRM and Labor Relations. Along the way, Crow was appointed to United States Federal Mediation and Conciliation Service - it's a big deal, look it up.

Office: Room 359G Kirschman Hall. **Phone:** 280-2769 (office); 280-6963 (secretary).

Fax: 280-3951. **Office Hours:** Monday & Wednesday 3:00 pm and by appointment.

E-mail: scrow@uno.edu.

Seating: If the classroom is large and has more seats than are needed, sit up front and leave the back empty. No exceptions.

Prerequisites: You must have prerequisites to take this course.

Text: Joseph Martocchio, *Strategic Compensation: A Human Resource Management Approach*, Pearson. ISBN 9780133848939.

Course Description & Objectives (from Wikipedia)

What Compensation and Benefits Managers Do: Benefits managers analyze benefits plans and determine a best fit for a company. Compensation managers plan, direct and coordinate how much an organization pays its employees and how employees are paid. Benefits managers plan, direct and coordinate retirement plans, health insurance and other benefits that an organization offers to employees.

Basic Duties: Set the organization's pay structure and benefits offerings. Determine competitive wage rates and develop or modify compensation plans. Evaluate employee benefits policies to assess whether they are current, competitive and legal. Choose and manage outside partners such as benefits vendors and investment brokers. Coordinate and supervise the work activities of specialists and support staff. Oversee the distribution of pay and benefits information to employees. Ensure that pay and benefits plans comply with federal and state regulations. Prepare a program budget and keep operations within budget. Although some managers administer both the compensation and benefits programs, other managers, particularly in larger organizations, often specialize and oversee one or the other. All managers, however, routinely meet with senior staff, managers of other human resources departments, and financial officers of their organization. They provide expertise and make recommendations on compensation and benefits policies, programs and plans. In addition to their administrative responsibilities, compensation and benefits managers also have several technical and analytical duties. For example, they may perform complex data analysis to determine the best pay and benefits plans for an organization. They also monitor trends affecting pay and benefits and assess how their organization can improve its practices or policies. Using a variety of analytical, databases and presentation software, managers draw conclusions, present their findings and make recommendations to other managers in the organization.

Compensation Managers: Compensation managers are responsible for managing an organization's pay structure. They monitor market conditions and government regulations to ensure their pay rates are current and competitive. They analyze data on wages and salaries, and evaluate how the organization's pay structure compares with that of other companies. Compensation managers then use this information to maintain or develop pay scales for the organization. Some also design pay-for-performance plans which include guidelines for bonuses and incentive pay. They may help determine commission rates for sales staff.

Benefits Managers: Benefits Managers administrate a company's employee benefits program, which includes retirement plans, leave policies, wellness programs and insurance policies such as health, life and disability. They select benefits vendors and oversee the enrollment, renewal and distribution process for the organization's employees. They must frequently monitor government regulations and market trends to ensure that the programs are legal, current and competitive.

Work Environment & Schedule: Compensation and benefits managers typically work in offices. In 2012, there were about 20,700 managers working in nearly every industry. Most work full time and many work long hours.

How to Become a Compensation or Benefits Manager: Compensation and benefits managers determine equitable pay rates. Candidates need a combination of education and related work experience to become a compensation and benefits manager.

Education: Compensation and benefits managers need at least a bachelor's degree for most positions, and some jobs require a master's degree. Because not all undergraduate programs offer a degree in human resources, managers often have a bachelor's degree in business administration, business management, finance or a related field. Many employers prefer managers with a master's degree, particularly one with a concentration in human resources management, finance or business administration (MBA).

Work Experience in a Related Occupation: Related work experience is essential for compensation and benefits managers. Compensation managers usually need experience in compensation or another job where they performed complex financial analyses. For example, compensation and benefits managers often start out as compensation, benefits or job analysis specialists. In addition to experience working with benefits plans, most benefits managers must have strong knowledge of benefits practices and government regulations. Work experience in other human resources fields, finance or management is also helpful for getting a job as a benefits manager.

Important Qualities.

Analytical Skills: Analytical skills are essential for compensation and benefits managers. In addition to analyzing data on salaries and the cost of benefits, they must assess and devise programs that best fit an organization and its employees.

Business Acumen: Compensation and benefits managers must manage a budget, build a case for their recommendations and understand how compensation and benefits plans affect the company's finances.

Communication Skills: Compensation and benefits managers use their communication skills in directing their staff, making presentations and working with colleagues. For example, they may present the advantages of a certain pay scale to management and be prepared to address any questions or concerns.

Decision-Making Skills: Compensation and benefits managers need strong decision-making skills. They must weigh the strengths and weaknesses of different pay structures and benefits plans and choose the best option for the organization.

Leadership Skills: Compensation and benefits managers must coordinate the work activities of their staff and properly administer compensation and benefits programs, ensuring work is completed accurately and on schedule.

Writing Skills: Compensation and benefits managers need strong writing skills to prepare informational materials on compensation and benefits plans for an organization's employees. They also must clearly convey recommendations in written reports.

Compensation & Benefits Managers

Salaries: Compensation and benefits managers wages range from \$34,750 to \$93,910 depending on the job. Most compensation and benefits managers work full time and may work long hours. Due to healthcare reform and rising healthcare costs, organizations will need the expertise of benefits managers when choosing, updating and administering their benefits policies. Similarly, compensation managers will be needed to analyze compensation policies and design competitive compensation packages. As organizations focus on reducing compensation and benefits costs, many have established increasingly complex plans, such as pay-for-performance strategies and health and wellness programs. Organizations will need managers evaluate and direct compensation and benefits policies and plans.

Job Prospects: Jobseekers can expect strong competition for available jobs because the slow projected growth will result in only about 600 new positions over a 10-year period. Compensation and benefits manager positions typically offer high salaries and job openings often attract many qualified applicants. Those who have a master's degree, certification and extensive related work experience should have the best job opportunities.

Class Attendance Policy: I expect you to attend class on a regular basis. Your grade is at risk every time you are not in class. If you do not attend, you miss material. If you do not attend, you cannot participate and your participation grade will suffer. If you miss 20 percent or more of the classes, you will automatically receive a grade of incomplete.

Grades: Grades will be computed on the following scale. 90-100 A, 80-89 B, 70-79 C, 60-69 D, 0-59 F.

Exams: There will be 2 exams. Exams will be composed of multiple choice, short answer, and/or application questions. Exams will cover both assigned readings and additional material covered in class. **Mid-Term Exam** will cover chapter lectures that are completed and information in the syllabus. **Final Exam** will cover chapter lectures that are completed.

Make-Up Exams: Make-up exams will be given only under highly extenuating circumstances and with prior approval of the instructor. Two conditions must be met to warrant approval: There is an emergency that the student discusses with me before missing the exam, and there is written documentation of the emergency situation requiring an accommodation. Otherwise, the student will receive 0 points for the missed exam.

Participation: An important component of the earning process will center on student participation in the classroom. Students will receive an in-class participation grade for each class meeting. If you are not present, you cannot participate. If you are not prepared, you

cannot participate. Remember that it is not just quantity of participation, but the quality of your participation that will determine your participation grade.

Cell Phones & Pagers & Other Disruptive Behaviors: All cell phones and pagers will be turned off during class unless I am notified before class of a possible emergency requiring the devices to be left on (a personal emergency is a sick parent or child, not firming up plans for Friday night). This policy applies to texting, too. Failure to adhere to this policy will result in a warning for the first offense, and a 10-point deduction from your overall participation grade for each subsequent offense. Students who exhibit other disruptive behaviors such as studying or working on assignments for other classes, reading the newspaper, and carrying on distracting conversations with neighbors will be warned and/or asked to leave the classroom.

Moodle: Course documents and materials will be available on Moodle. Please check Moodle on a regular basis. PowerPoint slides and handouts will not be distributed in class, but will be available on Moodle. All course announcements will be posted on Moodle.

Academic Integrity: Academic integrity is fundamental to the process of learning and evaluating academic performance. Academic dishonesty will not be tolerated. Academic dishonesty includes, but is not limited to, the following: cheating, plagiarism, tampering with academic record and exams, falsifying identity, and/or being an accessory to acts of academic dishonesty. Refer to the Student Code of Conduct online at <http://www.studentaffairs.uno.edu> for more information.

Accommodations for Students with Disabilities: It is University policy to provide, on a flexible and individualized basis, reasonable accommodations to students who have disabilities that may affect their ability to participate in course activities or to meet course requirements. Students with disabilities should contact the Office of Disability Services as well as their instructors to discuss their needs for accommodations.

Chapters Will Be Important as Big Deal, Medium Deal or Light Deal:

Chapter 1, Big; Chapter 2, Light; Chapter 3, Big; Chapter 4, Medium; Chapter 5, Light; Chapter 6, Medium; Chapter 7, Light; Chapter 8, Big; Chapter 9, Light; Chapter 10, Light; Chapter 11, Medium; Chapter 12, Big; Chapter 13, Light; Chapter 14, Light; Chapter 15, Light; Chapter 16, Big.

Important Dates for Fall Semester

September 7/ Monday - Labor Day Holiday

October 5-9/ Monday - Friday - Mid Semester Exams

October 13/ Tuesday - Midterm Exam Grades Due

October 15-16/ Thursday-Friday - Fall Break

November 26-27/ Thursday- Friday - Thanksgiving Holiday

December 4/ Friday - Last Day of Classes

December 7-11/ Monday- Friday - Final Exams

December 14/ Monday - Final Exam Grades Due

